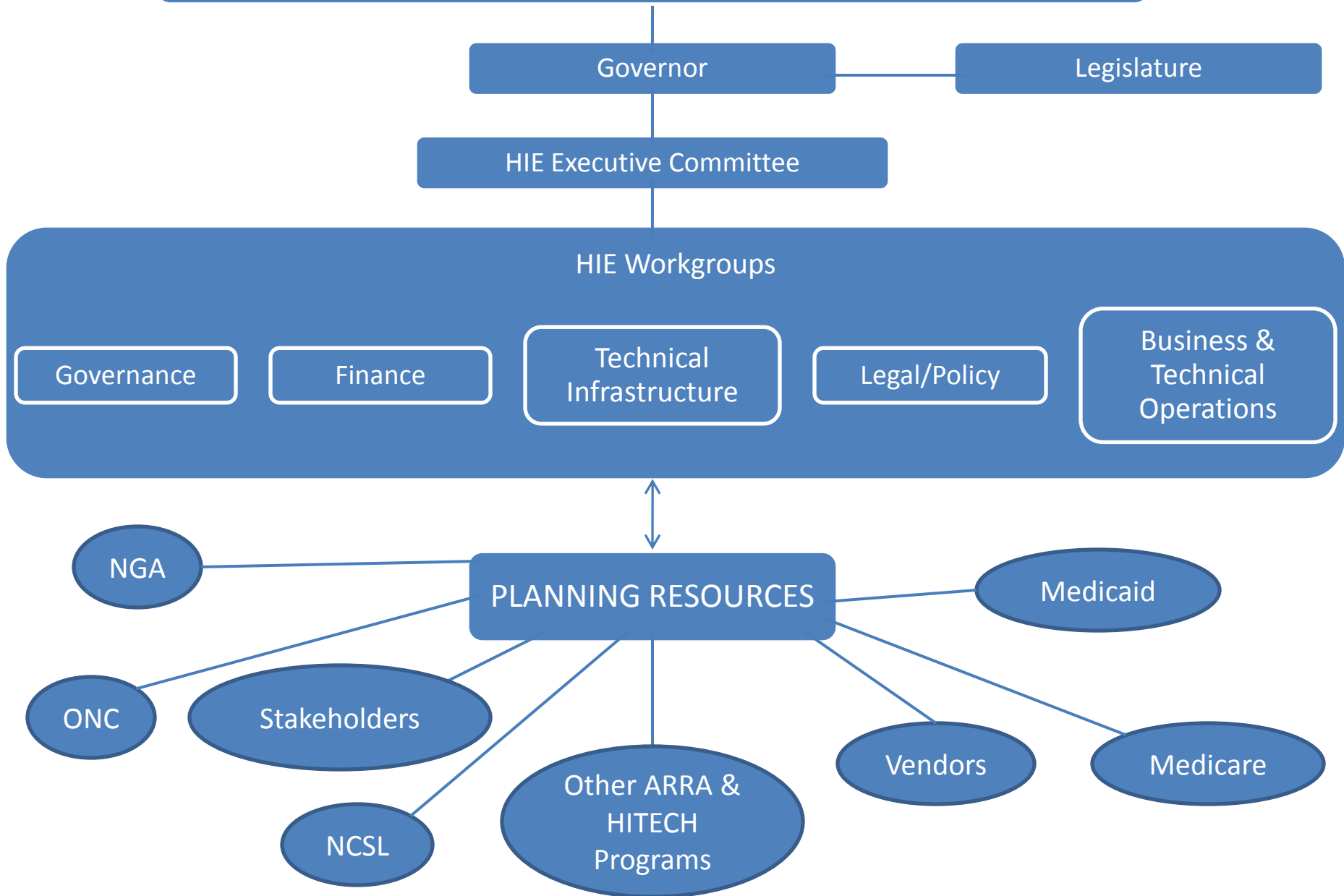


HIE Planning & Development Decision Structure



HIE Planning & Development Phases

Strategic
Planning



Operational
Planning



Procurement



Implementation

Balance of Knowledge Need and Proprietary Interests Over Time

Knowledge
Need



Proprietary
Interests



HIE Planning & Development Process Principles

Openness	Conduct meetings and other planning activities in public to achieve maximum feasible participation of stakeholders
Transparency	Fully disclose information, documents, and materials in an easily-accessible manner and fully disclose all participants' affiliations
Scope of Knowledge	Actively pursue and solicit information, knowledge, and expertise from a wide variety of resources
Unbiased Process	Create a level playing field by avoiding the pre-judgment of or exclusion of potential solutions, approaches, models or products for HIE development